

## Message Text

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ACTION NEA-11

INFO OCT-01 ISO-00 ONY-00 SSO-00 /012 W  
-----102610 150701Z /16  
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FM AMEMBASSY JIDDA  
TO SECSTATE WASHDC IMMEDIATE 2035

LIMITED OFFICIAL USE SECTION 1 OF 8 JIDDA 3614

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E.O. 11652: N/A  
TAGS: OGEN, AFSP, SA  
SUBJ: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM) PROCESS

REF: (A) STATE 63477, (B) STATE 116988, (B) JIDDA 3476,  
(D) JIDDA A-16

PART I

1. FORM ZBB - 1:  
1. TOTAL U.S. PERSONNEL - 66  
2. TOTAL FSL PERSONNEL - 114  
3. TOTAL PERSONNEL RESOURCES AT THE MISSIONS (1&2) I.E., THE  
"CURRENT LEVEL" 180  
A. PACKAGE I (LINE 3X90 PERCENT) EQUALS 162  
B. PACKAGE II (LINE 3X5 PERCENT) EQUALS 9  
C. PACKAGE III (LINE 3X5 PERCENT) EQUALS 9  
  
2. FORM ZBB - 2: PACKAGE WORKSHEET  
ZERO-BASE BUDGETING FY 1980 PERSONNEL RESOURCE WORKSHEET  
(CHART LEFT TO RIGHT: - COLUMNS 1 - 16)  
FY 1978  
(1)/(2)/(3)/(4)  
FUNCTION/AMER OFF/AMER STAFF/FSL  
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EXEC/5/5/0  
E-C/13/5/10  
POL/5/1/2  
CONS/7/0/9  
ADMIN/12/11/90  
TOTAL THIS PACKAGE/42/22/111  
CUMULATIVE TOTAL/42/22/111

AMER//64/  
FSL///111  
TOTAL AMER PLUS FSL 175  
(1)/(5)/(6)/(7)  
PACKAGE I  
FUNCTION/AMER OFF/AMER STAFF/FSL  
EXEC/4/4/0  
E-C/10/5/10  
POL/5/1/2  
CONS/8/0/9  
ADMIN/11/11/82  
TOTAL THIS PACKAGE/38/21/103  
CUMULATIVE TOTAL/38/21/103

AMER//59/  
FSL///103  
TOTAL AMER PLUS FSL 162  
(1)/(8)/(9)/(10)  
PACKAGE II  
FUNCTION/AMER OFF/AMER STAFF/FSL  
EXEC///  
E-C/2//  
POL///  
CONS/1//  
ADMIN/1//5  
TOTAL THIS PACKAGE/4//5  
CUMULATIVE TOTAL/42/21/108  
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AMER//63/  
FSL///108  
TOTAL 171

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ACTION NEA-11

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(1)/(11)/(12)/(13)

PACKAGE III

FUNCTION/AMER OFF/AMER STAFF/FSL

EXEC/1/1/

E-C/1//

POL///

CONS///

ADMIN///6

TOTAL THIS PACKAGE/2/1/6

CUMULATIVE TOTAL/44/22/114

AMER//66/

FSL///114

TOTAL "CURRENT LEVEL" 180

(1)/(14)/(15)/(16)

PACKAGE IV

FUNCTION/AMER OFF/AMER STAFF/FSL

EXEC///

E-C/1/1/5

POL/1/1/

CONS///1

ADMIN/2/1/2

TOTAL THIS PACKAGE/4/3/8

CUMULATIVE TOTAL/48/25/122

AMER//73/

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FSL///122

TOTAL 195

3. FORM ZBB - 3:

1. SAUDI ARABIA

2. PACKAGE I OF IV

3. ACTIVITY DESCRIPTION

A REDUCTION IN THE EMBASSY'S "CURRENT LEVEL" OF PERSONNEL  
ASSETS TO 90 PERCENT OF COMPLEMENT IN OUR JUDGMENT WOULD:

--FLY FOUR-SQUARE IN THE FACE OF THE DECISION

TO RAISE THE MISSION FROM CLASS III TO CLASS I

IN RECOGNITION OF THE CRITICAL IMPORTANCE OF

SAUDI ARABIA, BOTH POLITICALLY AND ECONOMICALLY,

TO THE WELL BEING OF THE UNITED STATES, THE

WESTERN ALLIANCE AND JAPAN, WITH THEIR EVER IN-

CREASING DEPENDENCE UPON THE KINGDOM FOR CON-

TINUED ACCESS TO PETROLEUM AT REASONABLE PRICES;

AND

--NEGATE SUBSTANTIALLY THE MISSION'S ABILITY TO  
PURSUE U.S. AGREED UPON GOALS AND OBJECTIVES.

SUCH REDUCTION WOULD CAUSE THE MISSION TO REVERT NEARLY  
TO THE PERSONNEL LEVEL IT HAD AT THE TIME OF THE OIL  
EMBARGO (ARAB-ISRAELI WAR OF 1973) WHEN PRICES INCREASED  
FOURFOLD AND THE MISSION'S ABILITY TO CONDUCT AN EFFECTIVE  
DIPLOMACY WAS FOUND SORELY WANTING FOR LACK OF PERSONNEL  
AND FUNDS. IN OUR PERCEPTION, SAUDI ARABIA WOULD BE ONE  
OF THOSE COUNTRIES WHERE ASSETS SHOULD BE INCREASED BE-  
CAUSE OF THE HIGH POLITICAL/ECONOMIC STAKES INVOLVED  
ALTHOUGH SUCH INCREASES MAY WELL SIGNIFY REDUCTION OF  
RESOURCES ELSEWHERE.

ALL EMBASSY FUNCTIONAL AREAS ARE ALREADY STRAINING  
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TO COMPLY WITH EVER INCREASING DEMANDS MADE UPON THEM  
FOR SERVICES AND REPORTS. THUS, WE DO NOT HAVE THE  
OPTION OF ABSORBING THE BULK OF THE PERSONNEL REDUCTION  
REQUIRED AT THE 90 PERCENT LEVEL FROM AN "EXPENSIVE  
ACTIVITY NOT RELATING CLEARLY TO BROAD POLICY GOALS."  
HENCE, THE REDUCTION IN POSITIONS HAS BEEN APPLIED TO ALL  
AREAS SAVE POLITICAL/MILITARY WHICH IS PRESENTLY OPER-  
ATING WITH INADEQUATE PERSONNEL TO ACHIEVE OUR PRIORITY  
GOALS.

EXECUTIVE STAFF: A FOUR-MAN EXECUTIVE STAFF (TWO  
OFFICERS AND TWO STAFF) COULD MEET ITS RESPONSIBILITIES  
WITH RESPECT TO POLICY GUIDANCE AND PROGRAM MANAGEMENT.  
HOWEVER, IT WOULD BE AN "IN-HOUSE" OPERATION WITH LITTLE  
OPPORTUNITY TO DEAL EFFECTIVELY WITH THE EVER-ROVING  
GOVERNMENT AT THE HIGHEST LEVELS AS IT MOVES ABOUT FOUR  
CAPITALS--RIYADH, TAIF, JIDDA AND DHAHRAN, OR TO MEET  
AND BRIEF VIP VISITORS - MANY OF WHOM COME ONLY TO

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RIYADH OR DHAHRAN. THE COMPLEXITY OF THE VARIOUS MILITARY AND ECONOMIC PROGRAMS IN THE KINGDOM, LARGELY PAID FOR BY THE HOST GOVERNMENT AND ENTAILING A LARGE U.S. PRESENCE, REQUIRE THAT THE EXECUTIVE STAFF HAVE SUFFICIENT FLEXIBILITY TO MOVE FREELY AS THE SITUATION WARRANTS. TO THE MAXIMUM EXTENT POSSIBLE WITH SUCH LIMITED RESOURCES, THE EXECUTIVE STAFF WOULD SUPPORT OBJECTIVES I, II AND IV. THE SENIOR OFFICERS WOULD BE DEPENDENT UPON THE HOST COUNTRY FOR TRANSLATION/AREA EXPERTISE IN MAKING APPROACHES TO THE GOVERNMENT AT THE HIGHEST LEVELS. (POSITIONS 00-5599-119 AND 00-9280-120 ARE ELIMINATED). NOTE: EXECUTIVE SECTIONS IN MOST CLASS I POSTS SEEM TO AVERAGE 8 TO 9 STAFF MEMBERS.

ECONOMIC/COMMERCIAL: IRONICALLY, OPERATION OF THE EMBASSY AT 90 PERCENT OF "CURRENT LEVEL" PERSONNEL WOULD IMPINGE UPON ECONOMIC/COMMERCIAL ACTIVITIES MOST SEVERELY AT THE VERY MOMENT WHEN A PRESIDENTIAL DIRECTIVE TO AMBASSADORS (STATE 95673 AND JIDDA 3082) ENJOINS MISSIONS TO BE PARTICULARLY ENERGETIC IN SUPPORTING EFFORTS DESIGNED TO CHECK THE WORSENING U.S. BALANCE OF PAYMENTS. THE IMPORTANCE OF OIL IMPORTS INTO THE U.S. AS THE SINGLE, MOST DISEQUILIBRATING FACTOR IS NOTED -- ABOUT \$40 BILLION IN IMPORTS DURING 1977. THE U.S. PRESENTLY IM-

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PORTS ABOUT 16 PERCENT OF ITS OIL FROM SAUDI ARABIA, A PERCENTAGE WHICH IS EXPECTED TO RISE AS U.S. DOMESTIC RESERVES ARE DEPLETED.

AS THE LARGEST SUBSTANTIVE SECTION, THE ECONOMIC/ COMMERCIAL FUNCTION WOULD SUSTAIN THE HEAVIEST REDUCTION, LOSING THREE OFFICERS: POSITIONS 20-5410-102, 20-5210-121, AND THE DEPUTY DIRECTOR'S POSITION IN THE U.S. OFFICE OF REPRESENTATION TO THE JOINT COMMISSION ON ECONOMIC CO- OPERATION, LOCATED AT RIYADH. THE STAFF REMAINING (10 OFFICERS, 5 STAFF AND 10 FSL'S) COULD MEET MOST ECONOMIC/ COMMERCIAL REPORTING REQUIREMENTS (CERP). HOWEVER, ALERT REPORTING AND THE MORE MEASURED, TRADITIONAL ANALYTICAL AND COMPREHENSIVE FOREIGN SERVICE REPORTING

WOULD SUFFER AS ALL PERSONNEL ASSETS WOULD BE DEDICATED TO THE HANDLING OF TRADE PROMOTION ACTIVITIES -- TRADE MISSIONS AND TECHNICAL SEMINARS, U.S. BUSINESS VISITORS, ENCOURAGEMENT OF SAUDI BUYERS TO VISIT THE UNITED STATES, MAINTENANCE OF ABSOLUTELY ESSENTIAL SAUDI TRADE LEAD AND U.S. TRADE OFFER FILES, PRODUCT LISTS AND LIMITED MARKET SURVEYS FOR BEST PRODUCT AND TRADE OPPORTUNITIES. IN ADDITION, THE NEED TO RESPOND TO THE HEAVIER FLOW OF INQUIRIES FROM THE U.S., THERE IS ALSO THE NECESSITY TO MEET THE INTENSE COMPETITION FROM EUROPEAN AND ASIAN COUNTRIES WHO ARE INCREASING COMMERCIAL STAFFS AND FUNCTIONS IN THIS MARKET. THE COUNTRY COMMERCIAL PROGRAM (BOTH CAMPAIGNS AND SPECIAL POST EFFORTS) COULD BE SUPPORTED AT ABOUT TWO-THIRDS OF TARGET.

IN ESSENCE, THE BULK OF EMBASSY ENERGIES WOULD BE DEVOTED TO COMMERCIAL ACTIVITIES, WITH RESIDUAL EFFORT DEDICATED TO ECONOMIC REPORTING AND REPRESENTATIONAL ENDEAVORS. ONLY MARGINAL CONTACTS COULD BE MAINTAINED LIMITED OFFICIAL USE

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WITH THE TREASURY DEPARTMENT-ADMINISTERED JOINT ECONOMIC COMMISSION LOCATED AT RIYADH. THE VERY IMPORTANT OIL COMMITTEE WOULD REMAIN INTACT. THE SECTION WOULD DEDICATE ITS RESOURCES FULLY IN PURSUIT OF OBJECTIVES I AND III AND WOULD NOT SUPPORT OBJECTIVE VI AS IT NOW DOES.

POLITICAL/MILITARY: THIS FUNCTION WOULD NOT BE SCALED DOWN AS THE SECTION IS ALREADY OPERATING AT A LESS THAN ADEQUATE STAFFING LEVEL IN TERMS OF THE RESPONSIBILITIES ASSIGNED TO IT. ALL RESOURCES (5 OFFICERS, ONE STAFF AND 2 FSL'S) WOULD BE DEVOTED TO SUPPORTING OBJECTIVES II AND IV, WITH MARGINAL ATTENTION TO OBJECTIVES V, VII, VIII AND IX.

CONSULAR: THE CONSULAR FUNCTION IS CARRIED OUT BY 9 OFFICERS AND 9 FSL'S AT THE "CURRENT LEVEL". AT THE 90 PERCENT LEVEL, ONE JUNIOR OFFICER (POSITION 30-3010-124) WOULD BE ELIMINATED. ROUTINE CONSULAR FUNCTIONS WITH RESPECT TO VISAS, PASSPORTS, NOTARIALS AND OTHER DUTIES (LARGELY OF A CLERICAL AND ADMINISTRATIVE NATURE) WOULD CONTINUE AT ABOUT THE SAME PACE AS THE "CURRENT LEVEL" PERMITS. HOWEVER, THE IMPORTANT WELFARE AND PROTECTION ASPECTS OF OBJECTIVE VI, AND EFFECTIVE REPRESENTATIONS AT THE DECISION-MAKING LEVEL IN NEGOTIATING A BADLY NEEDED CONSULAR CONVENTION WITH THE KINGDOM COULD NOT BE CARRIED OUT. ALL CONSULAR PERSONNEL WOULD BE ENGAGED IN PERFORMING THE CONSULAR SERVICES NOTED ABOVE AS THE VISA WORKLOAD KEEPS RISING. WE WOULD HAVE LITTLE OPPORTUNITY TO RESOLVE OUR LONG STANDING CONSULAR ISSUES THAT WILL BE

INCREASINGLY TROUBLESOME AS THE U.S. PRESENCE IN  
SAUDI ARABIA INCREASES.

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ADMINISTRATIVE: ONLY BY CHOPPING ADMINISTRATIVE AND  
LOGISTICAL SUPPORT FOR MISSION-WIDE ENDEAVORS CAN THE  
INJUNCTION OF A 10 PERCENT REDUCTION FROM "CURRENT LEVEL"  
PERSONNEL ASSETS BE ACHIEVED, EVEN THOUGH OTHER AREAS  
HAVE ALSO SUFFERED SERIOUS CUTS. THE TOTAL FSL LEVEL IS  
REDUCED BY ELEVEN POSITIONS AND ONE SUPERVISORY GSO  
(POSITION 52-2310-103). THE REMAINING ADMINISTRATIVE  
STAFF (11 OFFICERS, 11 STAFF AND 82 FSL'S) MUST MAINTAIN  
THE EMBASSY AT JIDDA (A 43 ACRE COMPOUND COMPRISING A  
SMALL CITY WITH TOTAL SUPPORT FACILITIES, PLUS 50 HOUSES  
OFF COMPOUND), THE CONSULATE GENERAL AT DHAHRAN (69 ACRE  
COMPOUND COMPRISING ANOTHER SMALL CITY WITH SUPPORT  
FACILITIES) AND THE RAPIDLY EXPANDING LIAISON OFFICE AT  
RIYADH AS PART OF THE EVENTUAL MOVE TO THE DIPLOMATIC  
ENCLAVE AT THE CAPITAL CITY. ALL OF THIS ADMINISTRATIVE  
SUPPORT MUST BE PROVIDED IN AN AREA AS LARGE AS ONE-  
THIRD OF THE UNITED STATES, WITH THE KEY CITIES SEPARATED  
BY ABOUT 1,000 MILES OF DESERT. THE RATE OF RESPONSIVENESS IN  
ADMINISTRATIVE SUPPORT FOR MISSION PERSONNEL WOULD BE  
REDUCED GREATLY. CONSIDERING THAT, FOR EXAMPLE, WOMEN  
MAY NOT DRIVE AUTOMOBILES IN THE KINGDOM AND ARE TOTALLY  
DEPENDENT UPON EMBASSY-PROVIDED, CHAUFFEURED TRANSPORT-  
ATION, ALREADY INADEQUATE TO NEEDS, IT WOULD BE INEVITABLE  
THAT MORALE OF PERSONNEL WOULD BE AFFECTED ADVERSELY AS  
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THEY FOUND DRIVERS WERE NOT AVAILABLE FOR CARS. COMMUNICATIONS PERSONNEL AND EQUIPMENT ARE "SATURATED" AT THE "CURRENT LEVEL", MUCH LESS REDUCING SUCH SERVICES. ONE "HEROIC" MEASURE COULD BE TAKEN -- PLACE JIDDA ON PERMANENT "MINIMIZE". HOWEVER, IN VIEW OF SAUDI ARABIA'S INCREASING IMPORTANCE IN REGIONAL AFFAIRS AND IN INTERNATIONAL ENERGY AND FINANCIAL AFFAIRS, LATERAL TELEGRAPHIC TRAFFIC HAS INCREASED AS WELL AS DIRECT COMMUNICATIONS WITH WASHINGTON. REDUCTION OF TRAFFIC WOULD CAUSE COORDINATION OF ACTIVITIES AND INFORMATION TO SUFFER GREATLY.

4. RESOURCE REQUIREMENTS - PACKAGE I OF IV  
/FY78/FY79/THIS PACKAGE ONLY/CUMULATIVE TOTAL  
OFFICERS/42/42/38/38  
STAFF/22/22/21/21  
FSL'S/111/113/103/103  
TOTAL/175/177/162/162

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES:  
THE REAL TEST OF THE EXERCISE IS HOW U.S. GOALS AND OBJECTIVES IN SAUDI ARABIA RANK WITH GOALS/OBJECTIVES IN OTHER COUNTRIES WORLD-WIDE. IF ONE IS INTERESTED IN SUCH FACTORS AS:  
--25 TO 30 PERCENT OF THE WORLD'S PROVEN OIL RESERVES;  
--THE WORLD'S LARGEST OIL EXPORTER AND SWING PRODUCER WITHIN OPEC;  
--FINANCIAL RESERVES BORDERING ON \$60 BILLION, 80 PERCENT OF WHICH ARE HELD IN DOLLARS, MUCH IN THE U.S.;  
--THE FASTEST GROWING MARKET POTENTIAL FOR U.S. GOODS AND SERVICES AND A NATION WHICH HAS PREFERRED AMERICAN TECHNOLOGY FOR MORE THAN 40 YEARS;  
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--A NATION TRAINING SOME 10,000 YOUNG SAUDIS IN THE U.S. AND WHICH USES ENGLISH AS THE SECOND LANGUAGE;  
--THE WORLD'S LARGEST SINGLE ECONOMIC DEVELOPMENT PROGRAM (\$200 BILLION), ONE-HALF OF WHICH CONSTITUTES EXPENDITURES FOR IMPORTS; AND A  
--FORCE FOR MODERATION IN THE MIDDLE EAST AND A CORNER STONE IN THE PRESIDENT'S FOREIGN POLICY EFFORTS TO ACHIEVE A MIDDLE EAST PEACE SETTLEMENT.

THEN, OUR PERCEPTION IS THAT THE U.S. WILL NOT WISH TO REDUCE PERSONNEL ASSETS IN SAUDI ARABIA BUT WILL DESIRE TO INCREASE THEM, EVEN IF THAT IMPLIES HARD CHOICES



IN CUTING ASSETS ELSEWHERE.

THE REDUCTION OF TWO POSITIONS IN THE EXECUTIVE STAFF GREATLY REDUCES THE FLEXIBILITY OF THE SENIOR OFFICERS TO MOVE ABOUT THE INCREASES THEIR DEPENDENCY ON THE HOST GOVERNMENT FOR ARABIC LANGUAGE SERVICES. AFTER POLICY GUIDANCE AND PROGRAM MANAGEMENT (WHICH REQUIRES EXCESSIVE "IN-HOUSE" TIME), THE EXECUTIVE STAFF WOULD PURSUE PRIMARILY OBJECTIVES I AND II AND TO A LESSER EXTENT OBJECTIVE IV.

THE ECONOMIC/COMMERCIAL FUNCTION WOULD BE HARDEST HIT, WITH ACCOMPLISHMENT OF THE COUNTRY COMMERCIAL PROGRAM LIMITED TO ABOUT TWO-THIRDS OF TARGET. THIS WOULD BE REGRETTABLE, GIVEN THE IMPORTANCE THE PRESIDENT ATTACHES TO REDRESSING THE U.S. BALANCE OF PAYMENTS DEFICIT. SECTION RESOURCES WOULD BE DEVOTED FULLY TO OBJECTIVE III AND BACKSTOPPING THE EXECUTIVE STAFF IN PURSUIT OF OBJECTIVE I. ECONOMIC/COMMERCIAL PERSONNEL WOULD NOT AID IN SEEKING OBJECTIVE VI, LEAVING THAT AREA TO THE CONSULAR SECTION EVEN THOUGH IT ALSO WILL BE FUNCTIONING AT A REDUCED LEVEL OF EFFICIENCY IN TERMS OF GOALS/OBJECTIVES.

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THE CONSULAR SECTION WOULD HAVE TO SACRIFICE THE EFFORTS OF ITS SENIOR OFFICER TO SEEKING A CONSULAR CONVENTION AND ADDRESSING WELFARE AND PROTECTION PROBLEMS AND INSTEAD DEVOTE ITS EFFORTS LARGELY TO ADMINISTRATIVE CHORES. OBJECTIVE VI WOULD SUFFER SERIOUSLY IN TERMS OF REDUCED PERSONNEL. THE NON-IMMIGRANT VISA WORKLOAD, EXPECTED TO INCREASE FROM 17,250 TO 28,000 VISAS BETWEEN 1977 AND 1980, WOULD BECOME SO ONEROUS AS A RESULT OF

REDUCED STAFF THAT UNACCEPTABLE DELAYS IN PROCESSING VISA APPLICATIONS WULD OCCUR.

THE ADMINISTRATIVE FUNCTION WOULD CONTINUE ALONG THE LINES NOW PROVIDED AT THE "CURRENT LEVEL" BUT THE RATE OF RESPONSIVENESS TO MISSION-WIDE DEMANDS FOR LOGISTIC SUPPORT WOULD BE REDUCED GREATLY. COMMUNICATIONS SERVICES ARE ALREADY "SATURATED" AT THE "CURRENT LEVEL" OF PERSONNEL ASSETS.

4. FORM ZBB - 3:

1. SAUDI ARABIA
2. PACKAGE II OF IV
3. ACTIVITY DESCRIPTION

AT 95 PERCENT OF "CURRENT LEVEL" PERSONNEL, THE LIMITED OFFICIAL USE

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EMBASSY WOULD RESTORE VITAL TRADE PROMOTION ACTIVITIES -- THE COUNTRY COMMERCIAL PROGRAM COULD BE FULLY SUPPORTED. WITH THE EXCEPTION OF CLOSE COORDINATION WITH THE JOINT ECONOMIC COMMISSION IN PURSUIT OF OBJECTIVES I AND III, THE ECONOMIC/COMMERCIAL FUNCTION WOULD BE FULLY SUPPORTIVE OF PROGRAM GOALS. THE CONSULAR SECTION WOULD BE ABLE TO PURSUE EFFECTIVELY OBJECTIVE VI, INCLUDING HIGH LEVEL CONTACTS IN SEEKING TO NEGOTIATE A CONSULAR CONVENTION. ADMINISTRATIVE SUPPORT WOULD BE GREATLY IMPROVED WITH THE RESTORATION OF ONE GSO AND FIVE FSL'S.

4. RESOURCE REQUIREMENTS - PACKAGE II OF IV  
/FY78/FY79/THIS PACKAGE ONLY/CUMULATIVE TOTAL  
OFFICERS/42/42/4/42  
STAFF/22/22//21  
FSL'S/111/113/5/108  
TOTAL/175/177/9/171

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES:  
AT THIS LEVEL OF STAFFING, THE PRIMARY IMPACT OF REDUCED PERSONNEL FALLS PRINCIPALLY ON THE EXECUTIVE STAFF, WHICH WILL CONTINUE TO HAVE TO DECIDE BETWEEN "IN-HOUSE" MONITORING OF ADMINISTRATIVE AND POLICY DETAILS AND ALLOCATION OF ITS ENERGIES IN PURSUIT OF U.S. OBJECTIVES I, II AND IV THROUGH HIGH LEVEL DIPLOMATIC AND REPRESENTATIONAL EFFORTS.

5. FORM ZBB - 3:

1. SAUDI ARABIA
2. PACKAGE III OF IV
3. ACTIVITY DESCRIPTION

ALL PROGRAMS CONDUCTED AT THE "CURRENT LEVEL" OF STAFF-

ING WOULD BE FULLY SUPPORTIVE OF THE NINE AGREED UPON U.S.  
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GOALS AND OBJECTIVES IN SAUDI ARABIA. HOWEVER, AS WE HAVE NOTED ELSEWHERE, THE POLITICAL/MILITARY SECTION IS INADEQUATELY STAFFED IN TERMS OF ITS RESPONSIBILITIES AT THE "CURRENT LEVEL" AND IS NOT ABLE TO PURSUE AS EFFECTIVELY AS IT WOULD WISH OBJECTIVES V, VII, VIII AND IX. WE HAVE ALSO NOTED THE PRESIDENTIAL ADMONITION WITH RESPECT TO EXPORT PROMOTION EFFORTS IN CONNECTION WITH THE DEEPENING U.S. BALANCE OF PAYMENTS PROBLEM AND SAGGING FOREIGN CONFIDENCE IN THE DOLLAR. WITH SHORT STAFFING IN THE POLITICAL/MILITARY SECTION, IT WILL BE NECESSARY TO CONTINUING BORROWING STAFF AND OFFICER TIME FROM OTHER SECTIONS AS OCCASIONS WARRANT, LEADING TO A GENERAL DILUTION OF EFFORTS IN RESPECT TO OVERALL ASSIGNED RESPONSIBILITIES.

4. RESOURCE REQUIREMENTS - PACKAGE III OF IV  
/FY78/FY79/THIS PACKAGE ONLY/CUMULATIVE TOTAL  
OFFICERS/42/42/2/44  
STAFF/22/22/1/22  
FSL'S/111/113/6/114  
TOTAL/175/177/9/180

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES.  
IT IS FAIR TO SAY THAT U.S. MISSION RESOURCES IN SAUDI ARABIA ARE PUSHED TO THE LIMIT AT THE PRESENT STAFFING LEVEL. ANY VISITOR TO JIDDA, RIYADH OR DHAHRAN CAN ATTEST TO THE HARDSHIPS OF POST, DIFFICULTIES OF TRAVEL (EVEN THOUGH IMPROVING, IT IS STILL NOT POSSIBLE TO GET A CONFIRMED AIRLINE RESERVATION OR HOTEL ROOM) AND THE DEBILITATING CLIMATE. NEVERTHELESS, ONE OF THE

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WORLD'S REALLY AMAZING DEVELOPMENTS IS GOING ON HERE --  
AN LDC WITH WEALTH AND TREASURE FLOWING IN AMOUNTS  
PROBABLY NOT WITNESSED UNDER SIMILAR CIRCUMSTANCES SINCE  
NEW WORLD TREASURE FLOWED TO SPAIN, AND ULTIMATELY TO  
WESTERN EUROPE. SAUDI ARABIA WANTS TO PRESERVE THE  
"SPECIAL RELATIONSHIP" IT HAS COME TO UNDERSTAND IN ITS  
ASSOCIATION WITH THE UNITED STATES. PROGRAM MANAGERS  
WILL HAVE TO CONSIDER HOW TO INCREASE PERSONNEL IN ORDER  
TO MEET THE CHALLENGES ENCOUNTERED DAILY, INCLUDING A  
NEVER-ENDING STREAM OF VISITORS, BOTH OFFICIAL AND  
PRIVATE, WHO DEMAND AND GET ATTENTION ON THE PART OF  
MISSION RESOURCES AND STILL ENABLE THE MISSION TO PURSUE  
MOST EFFICIENTLY U.S. GOALS AND OBJECTIVES IN SAUDI  
ARABIA.

6. FORM ZBB - 3:

1. SAUDI ARABIA

2. PACKAGE IV OF IV

3. ACTIVITY DESCRIPTION

THE EMBASSY BELIEVES THAT ADDITIONAL PERSONNEL ASSETS  
SHOULD BE ASSIGNED TO SAUDI ARABIA. THERE ARE TWO  
COMPELLING REASONS FOR THIS:

--OIL. THE DEPENDENCE OF THE U.S. AND ITS ALLIES  
ON SAUDI ARABIAN AND MIDDLE EAST OIL IS GROWING  
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AND WE HOPE THAT IS WELL UNDERSTOOD BY THE U.S.  
PUBLIC. FOR THE MOMENT, CONTROL OF PRODUCTION  
RESTS IN THE HANDS OF A FRIENDLY COUNTRY, WELL  
DISPOSED TOWARD THE UNITED STATES, AND THE MARKET-  
ING SYSTEM LIES WITH U.S. FIRMS. EVEN MORE  
CRITICAL FOR THE U.S. ARE INDICATIONS THAT A  
SEVERE IMBALANCE WILL APPEAR IN THE 1980'S (WITH  
THE ONLY MAJOR DISAGREEMENT BEING WHETHER THAT  
IMBALANCE WILL OCCUR IN THE EARLY 1980'S OR  
SOMEWHAT LATER) BETWEEN WORLD DEMAND FOR AND  
SUPPLY OF OIL. ONLY SAUDI ARABIA POSSESSES KNOWN  
OIL RESERVES OF THE MAGNITUDE AND ACCESSIBILITY  
WHICH COULD ALLEVIATE THIS LOOMING PROBLEM. EVEN  
WITHOUT THE STRAINS IN THE RELATIONSHIP FACED  
THUS FAR WITH RESPECT TO U.S. ANTI-BOYCOTT  
LEGISLATION AND U.S. INCOME TAX (SEC 911)

PROBLEMS, THE MISSION WILL HAVE TO WORK EVEN MORE  
INTENSELY THAN IN THE PAST, PURSUING  
OBJECTIVES I AND III.

--U.S. BALANCE OF PAYMENTS DEFICIT. OIL IMPORTS  
IN 1977, TOTALLING IN EXCESS OF \$40 BILLION MORE  
THAN OFF-SET ALL COMPENSATORY PAYMENTS, LEAVING A  
DEFICIT OF ABOUT \$25 BILLION. INDICATIONS ARE  
THAT IT WILL BE SEVERAL YEARS, PERHAPS AS MUCH AS  
A DECADE, BEFORE ALTERNATIVE ENERGY RESOURCES CAN  
BE BROUGHT ON STREAM. THUS, THE U.S. BALANCE OF  
PAYMENTS DEFICIT AND A SAGGING DOLLAR, WORRISOME  
TO OUR "FRIENDS" IN THE MIDDLE EAST, AND OUR  
GROWING DEPENDENCE ON THE REGION'S PETROLEUM ARE  
CLEARLY INTERRELATED. SAUDI ARABIA STANDS OUT AS  
THE FOCAL POINT IN THIS REGARD.

TO DATE, EMBASSY RESOURCES DEDICATED TO OBJECTIVES I,  
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II AND III HAVE BEEN REASONBALLY SUCCESSFUL IN PERSUADING  
SAUDI ARABIA TO SUPPORT A MODERATE STANCE ON OIL PRICES  
WITHIN OPEC. BECAUSE OF THE INTER-DEPENDENCY THE SAUDIS  
HAVE BEEN EXTREMELY HELPFUL IN AIDING U.S. PEACE EFFORTS  
IN THE MIDDLE EAST, SO LONG AS THE APPEARANCES OF ARAB  
UNITY CAN BE MAINTAINED. IT IS IN THE U.S. INTEREST TO  
MAINTAIN AND EVEN STRENGTHEN THIS DEPENDENCY BY BEING  
SELECTIVELY RESPONSIVE IN ALL SECTORS. IT IS ALSO TRUE  
THAT SAUDI ARABIA IS VIRTUALLY DEFENSELESS AND LOOKS TO  
THE U.S. FOR PREFERRED ASSISTANCE IN PREPARING ITS  
DEFENSIVE POSTURE. WHERE ELSE CAN THE U.S. FIND A FRIENDLY  
COUNTRY WHICH IS ASKING THAT WE BUILD AND TRAIN ITS  
ARMED FORCES AND BE PAID CASH FOR IT?

LIKEWISE, SAUDI ARABIA PREFERS U.S. GOODS AND SERVICES,  
EVEN IF MORE EXPENSIVE, IN FULFILLING ITS ECONOMIC  
DEVELOPMENT OBJECTIVES. FINALLY, SAUDI ARABIA'S CONFIDENCE  
IN THE FAITH AND CREDIT OF THE U.S. IS ATTESTED TO BY THE  
FACT THAT OVER 80 PERCENT OF ITS LIQUIDITY IS DENOMINATED IN  
DOLLARS AND HELD IN THE U.S. IN LARGE MEASURE.

IF THE MISSION IS TO CONTINUE TO MEET ITS RESPON-  
SIBILITIES IN KEEPING SAUDI ARABIA INFORMED ABOUT U.S.  
POLICIES AND TO CONTINUE INFLUENCING SAUDI ACTIONS WHICH  
WILL BE MUTUALLY BENEFICIAL IN A WIDE VARIETY OF AREAS,  
ADDITIONAL RESOURCES WILL BE NEEDED.

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ACTION NEA-11

INFO OCT-01 ISO-00 ONY-00 SSO-00 /012 W  
-----102844 150819Z /10

O 150500Z MAY 78  
FM AMEMBASSY JIDDA  
TO SECSTATE WASHDC IMMEDIATE 2041

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ECONOMIC/COMMERCIAL. RECENTLY, THE INSPECTOR GENERAL OF THE FOREIGN SERVICE RECOMMENDED TO THE DEPARTMENTS OF STATE AND COMMERCE THAT A "BUSINESS FACILITIES OFFICE, OR OFFICES," BE ESTABLISHED IN SAUDI ARABIA IN ORDER TO BETTER ATTEND TO THE NEEDS OF U.S. BUSINESSMEN SEEKING TO ENTER AND HOLD A SHARE OF THE SAUDI MARKET. THE INSPECTOR GENERAL NOTED THAT JIDDA HAS FEWER RESOURCES FOR TRADE PROMOTION THAN MOSCOW, ALTHOUGH TOTAL GOODS AND SERVICES EXPORTED DURING 1977 FROM THE U.S. TO SAUDI ARABIA WERE 300 PERCENT GREATER THAN TO THE SOVIET UNION; TWO-WAY TRADE WITH SAUDI ARABIA WAS 400 PERCENT GREATER THAN WITH THE SOVIET UNION. BASED UPON THE INSPECTOR GENERAL'S SUGGESTIONS CONCERNING TRADE PROMOTION SERVICES AVAILABLE AT MOSCOW, WHICH JIDDA CURRENTLY IS UNABLE TO PROVIDE, WE PROPOSE AND FOLLOWING PERSONNEL BE ADDED FOR OPERATING THE BUSINESS FACILITIES OFFICE:

OFFICERS: ONE ECONOMIC/COMMERAL  
SCNV: ONE AMERICAN SECRETARY  
FSL'S: ONE MESSENGER/DRIVER  
ONE LIBRARIAN/CLERK  
ONE ARAB COMMERCIAL CONSULTANT/TRANSLATOR  
WITH THESE ADDITIONAL RESOURCES, THE EMBASSY WOULD BE ABLE TO OFFER SECRETARIAL AND DUPLICATING SERVICES, CIITED MESSING FACILITIES, TELEX AND TELEPHONE COMMUNICATIONS,  
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OFFICE SPACE AND EXPANDED LIBRARY AND INFORMATION

TRAVEL SERVICES ALL OR MOST OF WHICH WOULD BE PROVIDED TO U.S. BUSINESS VISITORS ON A RIBURSABLE BASIS. THE

EMBASSY'S PRESENT COMMERCIAL CENTER RECEIVES ABOUT 20 VISITORS DAILY, BUT WITH EXPANDED SERVICES OF THE TYPE MENTIONED, WE WOULD ANTICIPATE THAT THE NUMBER OF CALLERS, BOTH U.S. AND SAUDI, WOULD RISE SUBSTANTIALLY.

POLITICAL/MILITARY. WE HAVE NOTED THAT THE POLITICAL/MILITARY SECTION IS UNDER-STAFFED AT THE "CURRENT LEVEL". AN ADDITIONAL POLITICAL OFFICER IS REQUIRED TO HANDLE AND COORDINATE THE LARGE NUMBER OF OFFICIAL VISITS TO THE EMBASSY, AN ENDEAVOR WHICH REQUIRES CONSIDERABLE TRAVEL IN THE KINGDOM (SEE JIDDA 1006). ALSO, THE HEAVY REPORTING REQUIREMENTS AND SECRETARIAL SERVICES ASSOCIATED WITH THE LARGE MILITARY PROGRAMS IN THE KINGDOM NECESSITATES AN ADDITIONAL AMERICAN SECRETARIAL POSITION.

OFFICERS: ONE POLITICAL  
STAFF: ONE AMERICAN SECRETARY  
FSL'S: NONE

ADMINISTRATIVE SECTION. THE COUNSELOR FOR ADMINISTRATIVE AFFAIRS IS OVER-EXTENDED IN TERMS OF THE DEMANDS MADE UPON HIM IN OPERATING AND SERVICING EMBASSY JIDDA AND THE LIAISON OFFICE AT RIYADH. THE EMBASSY COMPOUND AT JIDDA CONSISTS OF 43 ACRES ON WHICH ARE LOCATED THE CHANCERY, CONSULAR OFFICE BUILDING, GENERAL SERVICES BUILDINGS, MAINTENANCE WORKSHOPS, POWER PLANT, GARAGE, SWIMMING POOL, SUPPLY ROOMS, AMBASSADOR'S RESIDENCE, TWO REPRESENTATIONAL RESIDENCES, MARINE HOUSE AND DETACHMENT, 10 STAFF APARTMENTS, 8 SMALL PREFAB HOUSES, AND 48 LEASED PROPERTIES OFF-COMPOUND, INCLUDING 46 RESIDENCES AND TWO OFFICES. IN LIMITED OFFICIAL USE

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ADDITION, SINCE WOMEN MAY NOT DRIVE IN SAUDI ARABIA, THE EMBASSY MUST OPERATE A LARGER THAN CUSTOMARY TRANSPORTATION SYSTEM. THE EMBASSY IS ALSO RESPONSIBLE FOR 10 RESIDENCES AND TWO OFFICE BUILDINGS AT RIYADH.

THE ADMINISTRATIVE OFFICER AT DHAHRAN FACES SIMILAR PROBLEMS WITHOUT THE BENEFIT OF OFFICER ASSISTANCE. HE MUST OVERSEE THE OPERATION AND MAINTENANCE OF A 69 ACRE COMPOUND COMPRISING THE CONSULATE GENERAL, THE CONSUL GENERAL'S RESIDENCE, FIVE REPRESENTATIONAL HOMES, MARINE HOUSE AND DETACHMENT, TEN HOUSING UNITS, A WAREHOUSE, SWIMMING POOL, TENNIS COURT, POWER PLANT, MAINTENANCE SHOPS AND PROVIDE A TRANSPORTATION SYSTEM FOR PERSONNEL. THE CONSULATE GENERAL'S COMMUNICATIONS UNIT, PROVIDING SIX-DAY SERVICE BECAUSE OF WORKLOAD, IS MANNED BY ONE STAFF OFFICER WHO HAS HAD NO LEAVE SINCE LAST SEPTEMBER, 1977. WE ARE RECOMMENDING ASSIGNMENT OF ONE GENERAL SERVICES OFFICER FOR DHAHRAN, ONE ADMINISTRATIVE OFFICER TO ASSIST THE COUNSELOR FOR ADMINISTRATION AT

JIDDA AND ONE STAFF COMMUNICATOR FOR DHAHRAN.

OFFICERS: ONE ADMINISTRATIVE

ONE GENERAL SERVICES

STAFF: ONE C&R STAFF

FSL'S: NONE

EMBASSY LIAISON OFFICE/RIYADH. AS THE EMBASSY PLANS FOR ITS EVENTUAL MOVE TO RIYADH, IN ADDITION TO THE WORK WHICH MUST BE CARRIED OUT THERE IN PURSUIT OF THE U.S. OBJECTIVES, THE LIAISON OFFICE HAS GRADUALLY INCREASED IN IMPORTANCE AND RESPONSIBILITIES. IT NOW TENDS TO RESEMBLE A CONSULATE GENERAL. THE PRINCIPAL OFFICER HAS DELINEATED HIS PROBLEMS AND REQUIREMENTS CLEARLY (SEE RIYADH 101). THE EMBASSY FULLY SUPPORTS THE REQUEST FOR ADDITIONAL FSL PERSONNEL ASSETS AS FOLLOWS:

OFFICERS: NONE

STAFF: NONE

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FSL'S: ONE C&R ASSISTANT

ONE COMMERCIAL ASSISTANT

ONE COMMERCIAL SECRETARY/LIBRARIAN

ONE ADMINISTRATIVE SECRETARY

ONE CONSULAR ASSISTANT

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ACTION NEA-11

INFO OCT-01 ISO-00 ONY-00 SSO-00 /012 W

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4. RESOURCE REQUIREMENTS - PACKAGE IV OF IV



/FY78/FY79/THIS PACKAGE ONLY/CUMULATIVE TOTAL  
OFFICERS/42/42/4/48  
STAFF/22/22/3/25  
FSL'S/111/113/8/122  
TOTAL/175/177/15/195

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES  
AND ESSENTIAL ACTIVITIES.

THE ADDITIONAL OF PERSONNEL FOR THE BUSINESS  
FACILITIES OFFICE WILL EXPAND GREATLY THE ECONOMIC/COMMERCIAL SEC-  
TIONS'S ABILITY TO PURSUE OBJECTIVES III AND VI VIGOROUSLY  
AND UNDERTAKE NEW INITIATIVES IN CONNECTION WITH TRADE  
PROMOTION EFFORTS IN COMPLIANCE WITH THE PRESIDENT'S DIRECTIVE.  
THE EMBASSY WOULD BE ABLE TO UNDERTAKE A FULLER RANGE OF  
CONSULAR SERVICES AT THE LIAISON OFFICE/RIYADH AND THAT ACTIVITY  
WOULD BE IN A BETTER POSI-  
TION TO ASSIST THE CONSUL GENERAL WITH WELFARE  
AND PROTECTION CASES IN LIAISON WITH THE MINISTRY OF THE  
INTERIOR (OBJECTIVE VI). THE POLITICAL/MILITARY SECTION  
WOULD BE STAFFED OUT AS WE ENVISION ITS PRESENT RESPONS-  
IBILITIES, AND ABLE TO BROADEN ITS CONTACTS IN SAUDI  
SOCIETY, MOST ESPECIALLY IN PURSUIT OF OBJECTIVES V, VII,  
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VIII AND IX. FINALLY, IMPORTANT SHORTAGES IN THE  
ADMINISTRATIVE AREA WOULD BE COVERED, ENABLING THAT SEC-  
TION TO FULFILL ITS RESPONSIBILITIES WITH GREATER  
EFFICIENCY. THE EMBASSY WOULD FORESEE THAT, WITH THE  
ADDITION OF THE ASSETS NOTED IN PACKAGE IV, THE OVERALL  
MISSION WOULD TEND TO STABILIZE UNTIL SUCH TIME AS THE  
MOVE TO RIYADH IS ACCOMPLISHED. THAT OCCASION, WHENEVER  
IT OCCURS, WOULD REQUIRE A REAPPRAISAL OF MANNER IN WHICH  
PERSONNEL ASSETS ARE MANAGED IN SAUDI ARABIA.

7. IMPACT OVERALL OF ZBB EXERCISE ON NON-SALARY FUNDING.  
REDUCTION OF STAFF WOULD HAVE RELATIVELY LITTLE IMPACT  
ON NON-SALARY FUNDING. NECESSARY REPRESENTATION WOULD  
CONTINUE EVEN THOUGH THIS RESPONSIBILITY WOULD BE SHARED  
BY FEWER OFFICERS. ALTHOUGH SOME PROGRAMS AND ACTIVITIES  
WOULD BE GIVEN LESS PRIORITY, EVERY EFFORT WOULD BE MADE  
TO KEEP FROM ABOLISHING EXISTING FACILITIES, RESULTING  
IN LITTLE OR NO SAVINGS IN OFFICE SPACE OR EQUIPMENT  
FUNDING. A SIZABLE SAVINGS COULD BE REALIZED FROM  
REDUCING LEASED RESIDENTIAL SPACE; HOWEVER, THE  
CONSTRUCTION OF ADDITIONAL RESIDENCES ON THE JIDDA COM-  
POUND WOULD RESULT IN THE SAME SAVINGS WITHOUT THE LOSS  
OF VALUABLE PERSONNEL.

8. PART II WILL FOLLOW BY SEPTTEL.  
WILEY

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## Message Attributes

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**Decaption Date:** 20 Mar 2014  
**Decaption Note:** 25 YEAR REVIEW  
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**Disposition Approved on Date:**  
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**Disposition Date:** 20 Mar 2014  
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